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DDS&T-794-83

13 OCT 1983

MEMORANDUM FOR: Executive Director

FROM: R. E. Hineman
Deputy Director for Science and Technology

SUBJECT: Career Training

1. This Directorate's role of providing technical support to Agency and national programs is made easier and more effective if Directorate officers have a broad understanding of the Agency and the Intelligence Community. Although such understanding can be obtained from experience, training and developmental programs would be a faster and better means. Paralleling the needs of this Directorate is, I am convinced, a need within the Agency to develop broad-based professional intelligence officers. The ideal would be a continual development process beginning at entrance on duty and involving a combination of training and varied assignments that broaden perspectives, enhance skills, and sublimate parochialism.

2. There currently is no training program or systematic process in the Agency that offers young professionals a broad overview of the process as a foundation upon which to build careers in the Intelligence profession. The ten-week Career Trainee Development Program has some of the desired characteristics but it is oriented primarily toward the Directorate of Operations. As currently constituted, only three and a half weeks--including one week to cover "DI Principles of Analysis" and one week for a DO oriented "Overview of Technical Services"--are devoted to the Community and the Agency. There is no question of the validity of the needs of the DO; they are evident to those who have been here during recent years. It is equally evident, however, that the CT Program does not give balanced coverage of the Agency and its role in the Community. Nor does it serve as a vehicle for preparing the cream of the applicant crop to be truly broad-based professional intelligence careerists for the entire Agency.

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3. That raises the following questions: What should be the longer term objective of the Career Trainee Development Program? Should it be an Agency-wide program to produce officers grounded in the overall intelligence business or should it continue to be aimed primarily at producing operations officers?

4. I believe these questions are of sufficient moment to warrant consideration and decision by the EXCOM. If the EXCOM decision were that the CT program should be for operations officers, it would suggest we in the DDS&T need to develop a program oriented specifically toward DDS&T needs. If the decision were that the purpose should be to develop career intelligence officers, the first part of the CT course would have to be redesigned to give the CTs a solid exposure to the Community and the Agency.

5. I would envisage a redesigned introductory portion to cover in some detail the missions, functions, and general activities of the Community and especially the Agency. The emphasis would be on the what, where, why, and by whom things are done. Included also would be general exposure to how these things are done. After completing the introductory portion, the students would have at least three interim assignments--perhaps one in each substantive directorate. Alternatively, some might have their interims divided between substantive directorates and staff or support elements such as the Comptroller Staff for introduction to the budget process, the Office of Legislative Affairs for exposure to Executive and Legislative Branch relationships, or maybe to the DDA Office of Logistics to observe contracting procedures from the OL perspective. Such a series of interim assignments not only would permit the CTs and the hiring component to make reasoned decisions about career assignments, but also would give the CTs broadened perspectives of the Intelligence profession.

6. Certainly the need exists, in this Directorate, for our officers to have a broader understanding of the intelligence process. I believe other directorates have similar needs, therefore, it would be more cost effective to have one comprehensive introductory course than to have individual directorates sponsor their own. The individually sponsored courses would necessarily be duplicative in their coverage of structures, missions, and activities. Even if that were not the case, however, such independently sponsored training would tend to be parochial--just the opposite of the broadened perspectives that I perceive to be needed.

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7. An independently sponsored portion of a CT program could be appropriate once career assignment preferences were made and accepted. In that circumstance, the CT would enter a special course segment covering in detail the activities of his or her directorate. That segment would elaborate on how things are done in much the same way that the DO and the DI are doing now.

8. I recommend that these issues about the CT program and its longer term objectives be a subject for EXCOM deliberations.

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